

C-O-N-F-I-D-E-N-T-I-A-L

11 August 1983

MEMORANDUM FOR THE RECORD

SUBJECT: Management Staff Activities

1. A meeting on the subject was held on 26 July 83. In attendance were:



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2. [] opened the meeting by stating that the Management Staff should be doing more in the areas of Directorate-wide studies, objective analysis, and exploring topics of concern to the DDA and ADDA. As an example of the types of studies, he suggested that the reorgnaization of the Directorate might be a useful topic.

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3. The proper location of the Safety Staff was used as a point of departure for this discussion. After some deliberation, all parties agreed that the Safety Staff should probably be placed within the Office of Medical Services (OMS). This is because the Safety Staff's "charter" is concerned with the health and well being of Agency employees as is OMS, some of its services are parallel to those of OMS, and organizationally, a better coordinated safety program would result with Safety Staff being part of OMS. Given the latter's relatively small size, it could easily absorb the Safety Staff.

4. Other Directorate organizational matters were then discussed. One of the subjects discussed was the possibility of a "universal MZ career service" for computer professionals. This concept is by no means new, but the rapid increase in automation and need for hardware/software expertise throughout the Agency have highlighted the perceived problem. Components are creating data processing positions, in some cases, filling them with former ODP personnel. The result is that there are discrepancies in pay and benefits because of the inability of many components to adequately evaluate data processing performance. It is felt that like finance officers, all data processing professionals should belong to one career service so that equitable personnel practices can be exercised, standardized data processing practices can be enforced as necessary, and a service "pool" can be provided to better meet overall Agency needs.



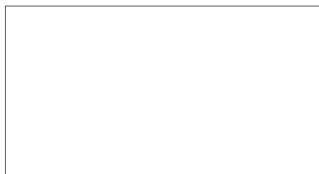
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5. Finally, the question of the overall DA organization was discussed. Perhaps the Directorate should be organized in a more functional manner--Financial Services, Physical Services, Personnel Services, Information Services, and Other Services, for example. One of the factors to be considered is the fact that currently some offices have both a regulatory/enforcement responsibility as well as support responsibilities. Therefore, a structure which more clearly isolates these two responsibilities into separate entities might be worth pursuing. All agreed that this matter required more thought and all would consider the various factors involved as they surfaced in day-to-day operations.

6. The group will reconvene soon to continue this discussion in late September or October.



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DDA/MS: [redacted] (11Aug83)

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5. The group will reconvene soon to continue this discussion.

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SAFETY STAFF

The Agency has established and is maintaining a Safety and Health Program as required by the Occupational Safety and Health Act and Executive Order 12196 and following guidelines provided in title 29, Code of Federal Regulations, Part 1960. There are eight distinct activities of the Program, of which the most important are considered to be surveys, industrial hygiene, fire prevention and training.

The purpose of a successful program is to provide working environments that are free of safety and health hazards and with no occupational accidents, fires, injuries or illnesses. The realistic goal is maintaining environments as free as possible of safety and health hazards with the least number of accidents, fires, injuries and illnesses.

Tangible benefits and costs can be measured in terms of dollar losses or savings and numbers of accidents, fires, injuries, etc. A guide as to the results of such tangible benefits and costs is a comparison with experiences from previous years, with other Federal agencies and with the Federal Government.

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endangering the lives of employees. If employees are permitted to work in environments unsafe or unhealthful due to excessive toxics, noise, radiation, etc. serious illnesses may not show up for years, even after employees have left the Agency. The costs in money, personal suffering and personal hardships cannot be measured and in many instances are never known.

A safety and health program not in compliance with Federal Statutes could also be an embarrassment to the Agency head as the Secretary of Labor is required to make an annual report to the President covering his evaluation of the safety and health program of each Agency. In a memorandum dated 9 December 1982 for Heads of Executive Departments and Agencies, President Reagan stated in part "The human suffering which results from work-related injuries and illnesses in the Federal sector must be addressed effectively".

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SAFETY STAFF

1. The personnel and activities of the Safety Staff must be considerably expanded to maintain a safety and health program that assures safe and healthful working conditions for Agency employees as required by the Occupational Safety and Health Act and Executive Order 12196.

2. Increased or new activities requiring the expertise of safety and health specialists include:

a. Safety enhancement program for work areas and residences overseas.

b. Expansion of the system.

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c. Accelerated use of computers and video display terminals.

d. Construction of new addition to the Headquarters building and renovations within the compound or continued occupancy of rental facilities.

e. Expanded use of equipment and systems involving ionizing and nonionizing radiation.

f. Increased use of lasers.

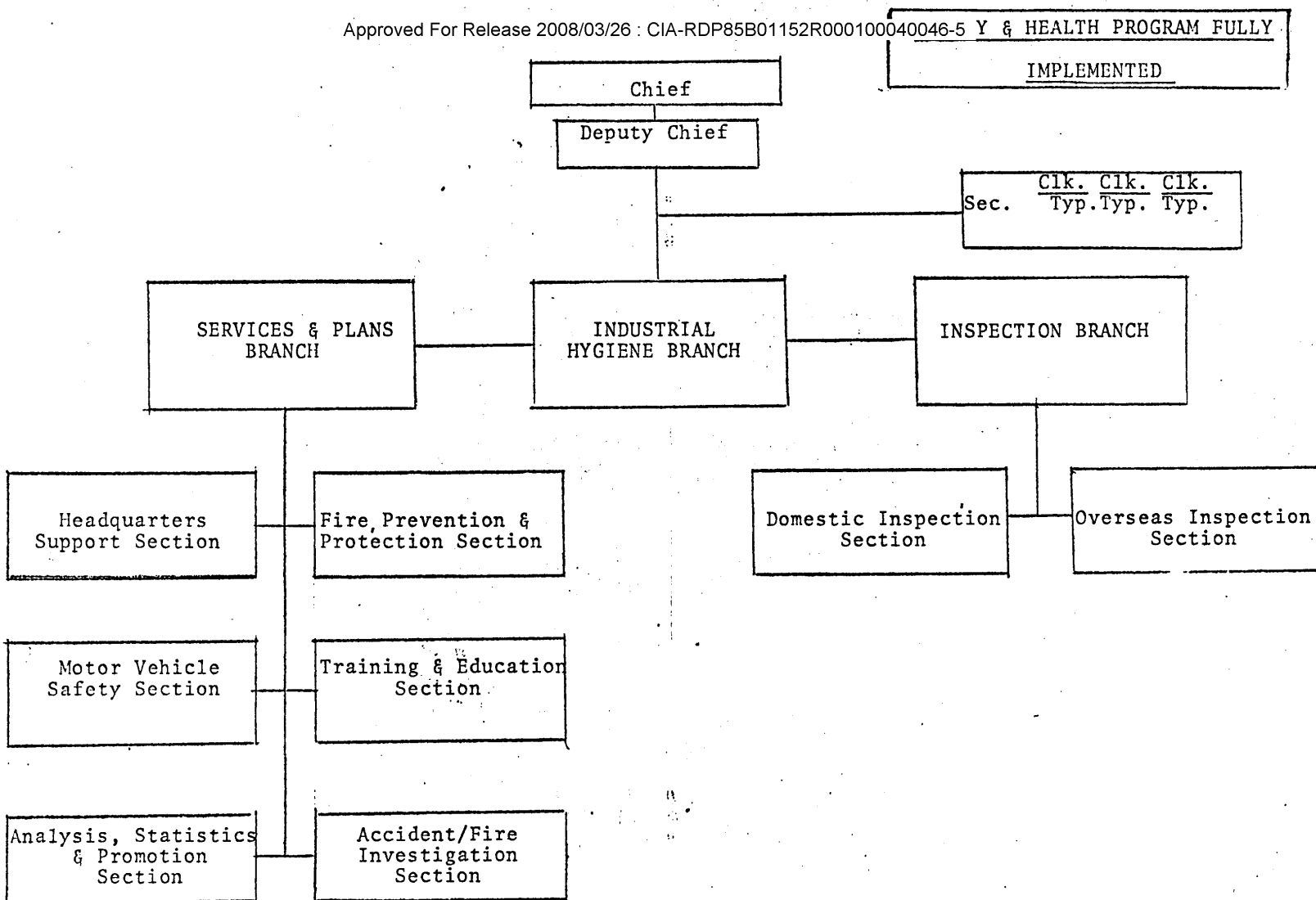
g. Collection and disposal of hazardous waste.

h. Development of electronic mail systems.

i. Expanded activity at major depots involving handling and storage of hazardous equipment, materials and chemicals.

j. Establishment of additional Wang Service Centers.

3. It will require at least an additional fourteen full time safety and health professionals, in addition to clerical support, to meet present and anticipated activities. These will include fire protection engineers and specialists, health physicists and safety engineers and specialists.



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SAFETY STAFF/DDA

SAFETY AND HEALTH PROGRAM

FUNCTIONS

SERVICES AND PLANS

BRANCH

OBJECTIVE:

The objective of this Branch is to coordinate the activities of the personnel in its Sections to insure the Agency is in compliance with Section 19, Occupational Safety and Health Act; Executive Order 12196; and 29 CFR 1960.

FUNCTIONS:

1. Coordinate, schedule and review activities of the Sections within the Branch to insure that each Section objective is met.
2. Maintain liasion with the Department of Labor in matters relating to the Act, EO 12196 and 29 CFR 1960.
3. Schedule each professional employee in the Safety Group for attendance periodically (approximately once a year) at appropriate safety and health courses.
4. Schedule attendance of appropriate professionals in the Safety Group for attendance at the annual conferences of the American Society of Safety Engineers, American Industrial Hygiene, Federal Safety Congress, Regional Federal Safety Council, National Safety Council and other special pertinent conferences or meetings.

HEADQUARTERS SUPPORT SECTION

SERVICES AND PLANS BRANCH

OBJECTIVE:

The objective of this Section is to render support to domestic and Headquarters facilities on a daily basis and to insure the Agency is in compliance with Executive Order 12196, Section 1-201(f) and 29 CFR 1960, Subpart G.

FUNCTIONS:

1. Establish procedures to assure that no employee is subject to restraint, interference, coercion, discrimination or reprisal for filing a report of an unsafe or unhealthy working condition, or other participation in the Agency occupational safety and health program activities.

a. Each such complaint shall be thoroughly investigated. A copy of the investigative report shall be provided to the Agency Safety Committee and any other appropriate safety committee.

b. Each employee filing such an allegation of discrimination shall be advised in writing of the Agency's initial determinations and of any determinations regarding subsequent review.

2. Review and evaluate each employee suggestion regarding safety.

3. Review and make recommendations pertaining to requests for shipment of ordnance and other restricted articles proposed for shipment in other than a regulatory manner.

4. Review the revisions of Agency Safety Regulations as well as proposed regulations, notices and Employee Bulletins concerning the safety and health of Agency employees.

5. Handle the procurement of equipment used by Safety Staff personnel.

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6. Attend Federal functions relating to safety; such as the Federal Safety Council, United States Fire Administration and annual Federal Safety Conference.

7. Implementation of special Federal Safety and Health Programs.

FIRE PREVENTION AND PROTECTION SECTION
SERVICES AND PLANS BRANCH

OBJECTIVE:

The objective of this Section is to provide the Agency with sound and effective fire prevention and protection programs and to keep personnel aware of their responsibilities during fire emergencies.

FUNCTIONS:

1. Review plans and specifications to assure inclusion of fire alarm systems.
2. Test and inspect prior to acceptance all fire detection, extinguishing and alarm systems to insure they operate properly. Issue appropriate instructions to Security Duty and Federal Protective Officers.
3. Annual testing, in coordination with the General Services Administration, of all fire detection, extinguishing and alarm systems in Headquarters and selected domestic sites to insure their efficient and continuous operation.
4. Annual review and updating as required of evacuation plans for Agency buildings in the Headquarters area.
5. Conduct annual fire drills in Headquarters buildings and selected domestic sites to familiarize employees with established emergency evacuation procedures and egress routes, and to test automatic audible emergency evacuation systems.
6. Coordinate with Senior Emergency Officers to maintain up-to-date rosters of emergency evacuation personnel.
7. Conduct annual briefings for all Headquarters evacuation personnel and upon request other building organizations.
8. Train Security Duty Officers and Federal Protective Officers on emergency response procedures.

9. Conduct tours of selected areas of the Headquarters and Printing Services buildings and the Headquarters compound for firemen from the four companies which respond to fire emergencies. The purpose of these tours is for pre-fire planning and to familiarize such personnel with the various entrances and standpipe connections.

10. Conduct briefings for selected personnel in the Office of Security and other Agency components on the use of fire-fighting and resuscitation equipment.

MOTOR VEHICLE SAFETY SECTION
SERVICES AND PLANS BRANCH

OBJECTIVE:

The objective of this Section is to establish and maintain an effective motor vehicle safety program in coordination with the Office of Logistics as appropriate. The program shall be in accordance with applicable Federal regulations and guidelines designed to reduce motor vehicle accidents and the resulting deaths, injuries and property damage.

FUNCTIONS:

1. Prepare and keep on a current basis safety rules and regulations concerning motor vehicle operation and maintenance and insure compliance with such regulatory issuances.
2. Establish a program of training, testing and licensing motor vehicle operators and conduct periodic surveys to determine actions necessary to strengthen the program.
3. Establish and maintain motor vehicle award programs.
4. Attend Federal, State and local traffic safety functions as appropriate.
5. Maintain close liaison with appropriate traffic enforcement officials.

TRAINING AND EDUCATION SECTION

SERVICES AND PLANS BRANCH

OBJECTIVE:

The objective of this Section is to provide safety and health training for all Agency employees in compliance with EO 12196 and in accordance with guidelines provided by the Secretary of Labor in 29 CFR 1960.

FUNCTIONS:

1. Provide top management officials with orientation and other learning experiences which will enable them to manage the occupational safety and health programs of their components. The orientation shall include coverage of section 19 of the Act, Executive Order 12196, 29 CFR 1960, and the Agency's safety and health program.

2. Provide training for supervisory employees to include: supervisory responsibility for providing and maintaining safe and healthful working conditions for employees, the Agency's occupational safety and health program, Section 19 of the Act, Executive Order 12196, 29 CFR 1960, occupational safety and health standards applicable to assigned workplaces, Agency procedures for reporting hazards, reporting and investigating allegations of discrimination, and procedures for the abatement of hazards, as well as other appropriate rules and regulations.

This training shall include introductory and specialized courses and materials which will enable supervisors to recognize and eliminate, or reduce occupational safety and health hazards in their working units. The training shall also include the development of requisite skills in managing the Agency's safety and health program within the work unit including the training and motivation of subordinates toward safe and healthful work practices.

3. Provide training for safety and health inspectors with respect to appropriate standards and the use of appropriate equipment and testing procedures necessary to identify, evaluate, and suggest means of abating hazards during or following their assigned inspections, as well as

preparation of reports and other documentation to support the inspection findings. As a minimum, four 5-day basic safety and health courses will be conducted each year.

4. Upon appointment of an employee to a collateral duty position, provide training commensurate with the scope of the assigned safety and health responsibilities. The duty assignments will vary from component to component but will normally include: hazard recognition; evaluation and control; reporting and recordkeeping; program administration and promotion.

5. Provide training for all members of certified occupational safety and health committees commensurate with the scope of their assigned occupational safety and health responsibilities. The training shall include: The Agency occupational safety and health program; Section 19 of the Act; Executive Order 12196; 29 CFR 1960; Agency procedures for the reporting and investigating allegations of discrimination; the recognition of hazardous conditions or environments; identification and use of occupational safety and health standards, and any other appropriate rules and regulations.

6. Provide safety and health training to each new employee. As a minimum, the training shall inform the employees of the Agency's safety and health program and their rights and responsibilities as provided in the Occupational Safety and Health Act and Executive Order 12196.

ANALYSIS, STATISTICS & PROMOTION SECTION
SERVICES AND PLANS BRANCH

OBJECTIVE:

The objective of this Section is to determine through analyses of accidents the overall effectiveness of the Agency's Safety and Health Program, causative factors of accidents, injuries and fires involving Agency personnel, property and equipment. Further, it is to develop policies and procedures for the procurement and dissemination of promotional and informational safety and health material that will instill desirable and safe work habits in Agency employees worldwide.

FUNCTIONS:

1. Analyze each accident, injury and fire involving Agency personnel, property or equipment worldwide to determine the principal accident causes and to judge the effectiveness of the overall safety program.
2. Provide to appropriate Agency officials on a quarterly basis a report regarding the injury experience factor for the purpose of eliciting their support relative to accident prevention.
3. Submit annual report to Federal Fire Council on the fire losses of the Agency.
4. Submit annual statistical reports to the Department of Labor covering occupational injuries and illnesses incurred by Agency employees.
5. Submit annual statistical reports to the Department of Labor covering accidents and fires involving Agency motor vehicles, property and equipment.

6. Submit annual comprehensive Occupational Safety and Health report to the Secretary of Labor. Coordinate such report through the Office of Medical Services.
7. Submit the CIA's annual report of accident analyses to the DD/A to brief the DCI.
8. Maintain records of accidents, injuries and fires in compliance with Section 19, Occupational Safety and Health Act.
9. Provide safety literature on a monthly basis to Agency employees in the Headquarters area.
10. Provide safety literature on a quarterly basis to Agency employees at domestic and overseas locations.
11. Publish quarterly safety bulletins or newsletters suitable for distribution to overt and covert Agency employees worldwide. These publications should reflect prevalent safety hazards, safety films available, new and revised safety standards promulgated under the Occupational Safety and Health Act, and encourage employees to report occupational injuries.

ACCIDENT/FIRE INVESTIGATION SECTION

SERVICES AND PLANS BRANCH

OBJECTIVE:

The objective of this Section is to determine through investigation the causative factors of accidents, injuries, and fires involving Agency personnel, property and equipment and the submission of investigative reports to appropriate officials.

FUNCTIONS:

1. Investigate each accident/fire in the Headquarters area to determine cause and action necessary to prevent a recurrence. The extent of investigation shall be reflective of the seriousness of the accident/fire.
2. Investigate each accident/fire worldwide which results in a fatality, hospitalization of five or more employees or property damage of \$100,000 or more. The investigative report shall include appropriate documentation on date, time, location, description of operation, description of accident, photographs, interview of employees and witnesses, measurements and other pertinent information. A copy of the report shall be forwarded to the official in charge of the workplace, and the appropriate safety and health committee.
3. Review reports submitted from installation safety officers at the domestic and overseas facilities to insure adequate investigations and corrective actions.

INSPECTION BRANCH

OBJECTIVE:

The objective of this Branch is to insure the Agency is in compliance with the Occupational Safety and Health Act, Executive Order 12196, 1-201, (a), (d), (e), (g), (h), and (i), and 29 CFR 1960, subparts C and D insofar as safety and health inspections of Agency facilities worldwide are concerned.

FUNCTIONS:

1. Insure that all agency areas and operations of each workplace, including office operations, are inspected at least annually. Additional inspections shall be conducted at all workplaces where there is an increased risk of accident, injury, illness or fire due to the nature of the work performed. Inspections are to be conducted by inspectors qualified to recognize, evaluate and to recommend abatement techniques for hazards of the working environment to which assigned.
2. Keep a current record of all Agency domestic and overseas facilities, and dates of last inspections.
3. Schedule annual inspections of Agency domestic facilities, giving priority to those listed as workplaces where there is an increased risk of accident, injury, illness or fire.
4. Schedule annual inspections of Agency overseas facilities, giving priority to those listed as workplaces where there is an increased risk of accident, injury, illness or fire.
5. Review reports of safety and health inspections of domestic and overseas installations to insure proper content, recommendations, evaluations, etc.

DOMESTIC INSPECTION SECTION

INSPECTION BRANCH

OBJECTIVE:

The objective of this Section is to conduct evaluations of each domestic facility and workplace annually to determine the effectiveness with which operational units are maintaining work environments in accordance with the appropriate safety standards. Such evaluations shall meet requirements of the Occupational Safety and Health Act, Executive Order 12196, and 29 CFR 1960.

FUNCTIONS:

1. Each of the Agency's domestic facilities and workplaces shall be evaluated at least annually. Additional evaluations shall be conducted at those workplaces where there is an increased risk of accident, injury, illness or fire due to the nature of the work performed. The evaluations shall be the result of physical inspections of the facilities, observation of their daily operations, examination of equipment, and review of the effectiveness of measures used to develop safe operations. Comprehensive reports with recommendations for the correction of specific safety, health and fire hazards and also containing an overall appraisal of the safety performance of the facilities shall be forwarded to the appropriate officials.

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5. Assure response to employee reports of hazardous conditions and conduct inspections within twenty-four hours for imminent dangers, three working days for potential serious conditions, and twenty working days for other conditions. Assure the right to anonymity of those making the reports.

4. Where personnel, budget or other restraints prevent physical inspections of the facilities by professional safety officers, efforts must be made to insure they are inspected by the installation safety officer. [] require that safety officers be designated by Operating Officials, Heads of Independent Offices and Chief of Station and Base and these safety officers will conduct safety and health inspections at least annually.

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5. Coordinate with each component safety officer [] in the Headquarters area to insure they inspect their areas as required by [] Evaluate each component based on review of the inspection report and contact with the component safety officer.

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INDUSTRIAL HYGIENE BRANCH

OBJECTIVE:

The objective of this Branch is to conduct an occupational health program to insure that each employee works in an environment that is free of health hazards and meets requirements of the Occupational Safety and Health Administration health standards.

Within the Agency the program shall be coordinated with the Office of Medical Services and any other pertinent component such as the Office of Logistics and Office of Technical Service. Guidelines for the program shall be obtained from the Occupational Safety and Health Administration, Environmental Protection Agency, Food and Drug Administration, and the American Conference of Governmental Industrial Hygienists as well as any applicable state and local regulations.

FUNCTIONS:

1. Determine the need for and conduct detailed studies in the work environment for existing and potential health hazards.
 - a. Collect and evaluate toxicological data and the effect on employees. Relate the hazard to probable psychological effects.
 - b. Make recommendations relative to actions necessary to correct any health hazards observed during the evaluation.
 - c. Specify the design quality and prescribe the use of all types of personal protective equipment and monitor the effectiveness of controls of this equipment as well as other safety equipment such as safety showers, eye-baths, fire detection and extinguishing materials and flammable storage cabinets.
2. Maintain file of hazardous materials, their locations,

use, necessary precautions, first aid precautions, evacuation procedures, fire control procedures and spill cleanup procedures.

3. Attend yearly conference as the Agency representative at the American Society of Industrial Hygiene Association.

4. Assist in control of possible hazards by:

- a. Determining each area of operation is aware of the hazards, knows evacuation procedures, first aid and spill cleanup procedures and that employees in the respective areas know what personal protective equipment is necessary for both normal operation and emergency situations.
- b. Insuring employees have knowledge of materials used, toxicity of the compounds, hazardous effects of sources of energy (lasers, ionizing and non-ionizing radiation) and physical hazards (noise, vibration and heat).
- c. Periodically monitoring, through use of sound level meters, air sampling pumps, ventilation measuring equipment, radiation detection devices, light meters, and other equipment as necessary.
- d. Providing additional employee protection by developing special programs for specific hazards (hearing conservation programs, programs to detect health effects from inhaled or absorbed compounds, x-ray badge programs, etc.)

5. Provide input to the Office of Medical Services for medical surveillance programs.

6. Investigate employee suggestions and complaints regarding health hazards in the workplace and also illnesses which are alleged to have been caused by occupational conditions. The investigations also include recommendations for corrections of any hazards.

7. Conduct comprehensive inspections and evaluations at least annually of those facilities, domestic and overseas, that are considered high potential health hazard areas. Examples of these are [redacted] Printing and Photography Building, Office of Technical Service facilities and Office of Communications facilities.

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b. Each employee filing such an allegation of discrimination shall be advised in writing of the Agency's initial determinations and of any determinations regarding subsequent review.

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